



**Executive Board of the
United Nations Entity
for Gender Equality and the
Empowerment of Women**

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Annual Report of the Executive Director

**Annual Report of the Under-Secretary-General/Executive
Director on the implementation of the Strategic Plan
2014-2017**

Summary

This report provides an overview of progress achieved during the third year of implementation of UN-Women's Strategic Plan 2014-2017. It also addresses progress on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the UN system (QCPR). Based on the results framework updated during the midterm review of the Strategic Plan, the report highlights progress for each development outcome and provides an update on measures to ensure organizational effectiveness and efficiency. It also provides an analysis of factors that have enabled or hindered achievement of results.

A draft decision is included in section V.



I. Introduction

1. The year 2016 was marked by renewed attention to gender equality and the empowerment of women and girls around the world. From the first sexual violence conviction by the International Criminal Court, to mass demonstrations across Latin America to denounce femicide, to FIFA's appointment of its first woman Secretary-General, to the ban of child marriage in several African countries, there have been important positive developments for women and girls.
2. At the same time, major challenges remain with stagnant levels of political participation, an enduring gender pay gap and unequal economic participation, continued high levels of violence against women and girls and the targeting of women's human rights defenders, and a lack of investment in gender equality programmes and institutions. Protracted armed conflicts, the highest level of displacement in history and violent extremism continued to significantly affect women and girls.
3. Despite this challenging environment, UN-Women achieved significant results in the third year of implementation of the Strategic Plan, as described in this report. The report also outlines progress in implementing General Assembly resolution 67/226 on the QCPR, in its final year.
4. 2016 was the first year of implementation of the 2030 Agenda for Sustainable Development. Building on the Beijing Declaration and Platform for Action as the foundation, UN-Women helped galvanize a strong start for the gender-responsive implementation of the 2030 Agenda. UN-Women's Strategic Plan contributes to the achievement of the Sustainable Development Goals (SDGs), synergistically targeting several goals and targets. The focus of the 2030 Agenda on leaving no one behind is integral to UN-Women's programming.
5. UN-Women continued to leverage the composite nature of the Entity to ensure that its normative support, UN coordination and operational activities deliver results for women and girls in an integrated manner. UN-Women advocated for strengthening global norms and standards in response to the commitments of the 2030 Agenda. It started aligning the UN System-Wide Action Plan for gender equality and women's empowerment (UN-SWAP) and the country-level gender scorecard with the SDGs. Through its field presence, it supported Member States in translating global norms and standards into transformative change for women and girls, including through leveraging the capacity of UN Country Teams and multi-stakeholder partnerships.
6. Flagship Programming Initiatives (FPIs) brought greater programmatic focus, provided a common framework for collaboration at national level, and supported resource mobilization efforts. There was significant progress in 2016 in integrating FPIs in UN-Women's programming. There has also been progress against other initiatives outlined in the midterm review of the Strategic Plan, including the streamlining of business processes, the development of a comprehensive IT programme management infrastructure and leveraging innovation in support of results.
7. As UN-Women develops its new Strategic Plan 2018-2021, results achieved and lessons learned to date will be instrumental to inform the entity's strategic focus and its ability to build solid institutional capacity to scale up results in these critical

years towards the achievement of gender equality and women's empowerment by 2030.

In 2016, UN-Women, in collaboration with partners, contributed to the following results:

Leadership and participation

- 72 laws adopted or amended to strengthen women's rights in 61 countries, with a combined population of nearly 1.6 billion women and girls
- 4,000 aspiring and elected women leaders trained in 51 countries
- 8 countries adopted temporary special measures

Economic empowerment

- Gender equality advocates influenced economic policies and poverty reduction strategies in 12 countries, with a combined female population of over 200 million
- 9 countries, with a combined female population of over 168 million, adopted policy frameworks for women's economic empowerment
- More than 311,000 practitioners accessed knowledge and good practices at EmpowerWomen.org

Ending violence against women and girls

- 24 countries, with a combined female population of over 1.05 billion, strengthened legislation to address violence against women and girls
- 21 countries, with a combined female population of over 229 million, adopted national plans or strategies in this area
- Over 2.4 million practitioners accessed expert knowledge at endVAWnow.org

Peace, security and humanitarian action

- 70 percent of UN-supported peace agreements included provisions improving security and status for women and girls
- \$14 million directly benefitted women and girls in conflict and post-conflict countries from the Peacebuilding Fund, exceeding its 15 percent target by 5 percent.
- The proportion of women military experts deployed to UN peacekeeping missions doubled
- More than 125,000 women and girls assisted with humanitarian activities
- 66 safe spaces and 38 multi-purpose centres managed
- 263 women's organizations supported in humanitarian response and resilience-building

National planning and budgeting

- 28 countries, with a combined female population of over 1.2 billion, increased budget allocations for gender equality
- Civil servants of national AIDS coordinating bodies in 26 countries increased their capacities for gender mainstreaming

Global norms and standards

- Conducive environment created for Member States to adopt consensus agreed conclusions at CSW
- Participation of 1,825 officials and more than 4,200 civil society representatives facilitated at the CSW
- First CSW Youth Forum held with more than 300 young leaders from over 65 countries
- 12 countries supported for CEDAW and UPR reporting

UN Coordination, partnerships and advocacy

- Over 90 percent of UN entities and Secretariat Departments reported on the UN-SWAP
- 14 additional UN entities adopted mandatory gender training for all staff and more than 18,000 UN staff completed the *I Know Gender* course
- 44,542 people trained by the Training Centre
- 90 percent of UNDAFs launched with at least one gender equality outcome
- Over 1.1 million men and boys have signed up to HeForShe to date
- 400 companies adopted the Women's Economic Empowerment principles
- UN-Women was featured in 18,000 media reports
- Social media followers increased to 5 million

II. Assessment of development results

8. In 2016, UN-Women implemented programmes in 107 countries. At the end of the third year of its Strategic Plan, UN-Women's performance against its targets, including targets revised in the midterm review, is positive.

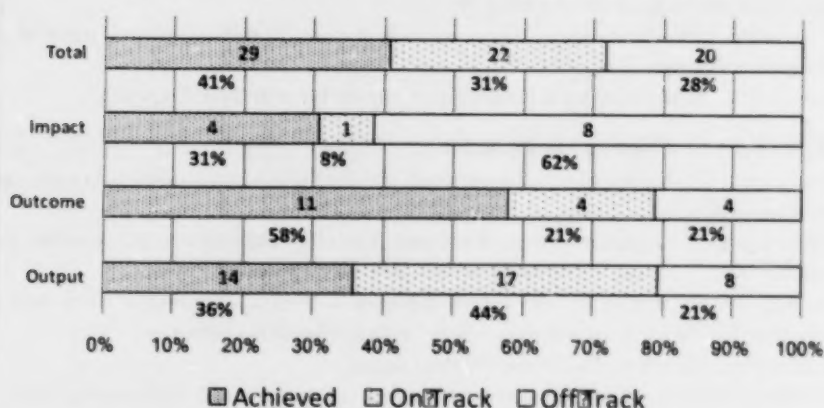
Figure 1: Achievement of Strategic Plan Targets

Figure 1

9. In total, 72 percent of development targets are achieved or on track. Despite resource constraints, performance is strong at the outcome and output levels with 79 and 80 percent achieved or on track respectively (Figure 1). Eight outputs remain off track and will require attention in the final year of the Strategic Plan.

10. Despite improvements, eight impact indicators remain off track. While this is partly due to the fact that this level of result captures longer-term change, the need to ensure a solid results chain between various levels will require attention in the new Strategic Plan.

This section highlights progress against outcomes in each impact area.¹

A. Impact 1: women lead and participate in decision-making at all levels



Contributes to achieving the following SDGs:



11. UN-Women supports reforms to constitutions, laws and policies, promotes inclusive political processes and institutions and engages gender equality advocates to promote women's leadership and participation in decision-making.² Figure 2 summarizes progress on this impact area.

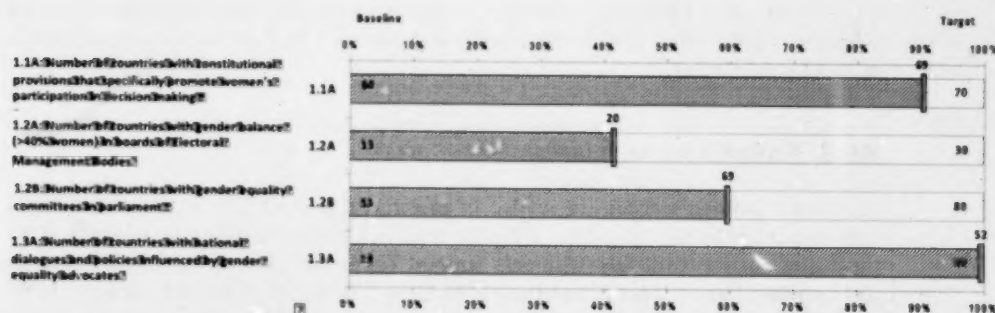


Figure 2

12. UN-Women supported six constitutional reform processes and the adoption of temporary special measures in eight countries. In Côte d'Ivoire, UN-Women contributed to the adoption of a gender-responsive constitution. In Moldova, UN-Women supported cross-party networks of women parliamentarians and civil society to achieve a 40 percent gender quota on party lists and cabinet nominees.

¹ Annex 1 (Data Companion) provides a detailed report of progress against all indicators.

² The Fund for Gender Equality contributes to this impact area, as well as impact area 2. See Annex 4 for more details.

13. UN-Women supported gender mainstreaming in parliaments and sub-national legislatures and electoral processes in more than 50 countries. There are specialized gender equality committees in parliaments of 69 countries. UN-Women provided capacity-building to Electoral Management Bodies in 26 countries, resulting in more gender-sensitive electoral processes, such as reporting of sex-disaggregated data.

14. Five additional countries reached at least 40 percent of women on the boards of their Electoral Management Bodies. Malawi's Electoral Commission achieved gender balance among commissioners after implementing recommendations of a UN-Women-supported gender audit. In Haiti, UN-Women and partners provided support to government bodies and political parties, contributing to the election of four women to Parliament and moving Haiti off the list of countries with no women legislators.

15. In line with its FPI on women's political empowerment and leadership, UN-Women trained more than 4,000 aspiring and elected women leaders in 51 countries. In Jordan, a third of women elected in the parliamentary elections benefitted from training supported by UN-Women.

16. Gender equality advocates successfully influenced national dialogues and policies with UN-Women's support in 9 countries. In Timor-Leste, a UN-Women-supported civil society platform advocated for the implementation of concluding observations of the Committee on the Elimination of All Forms of Discrimination Against Women, leading to a record 319 women standing for elections and elected women village leaders nearly doubling. In Tunisia, the League of Women Voters supported by UN-Women influenced gender-responsive voting procedures, resulting notably in access to identity cards for 450 vulnerable women and youth.

17. UN-Women continued to develop a methodology for SDG indicator 5.5.1b for which it is custodian. The indicator will establish the first baseline on representation in local government.

Box 1: Women's access to justice

Increasing women's access to justice is an integral part of UN-Women's efforts to end discrimination. In Uganda, a bench book on women's rights was launched by the Chief Justice with UN-Women's support for justice actors, including informal justice providers to local communities. In Egypt, with UN-Women's support, 1,000 women benefited from free legal services as part of a 25 percent increase in the coverage of the Ombudsperson's Office of the National Council for Women. UN-Women is in the process of developing a manual on access to justice in partnership with other agencies to support implementation of its FPI.

B. Impact 2: women, especially the poorest and most excluded, are economically empowered and benefit from development



Contributes to achieving the following SDGs:



18. UN-Women supports the creation of an enabling environment for women's economic empowerment, with a focus on leaving no one behind, through the adoption of national frameworks, gender-responsive services to enhance women's livelihoods and the engagement of gender equality advocates to influence national strategies. There has been progress against all outcomes in this area (Figure 3).

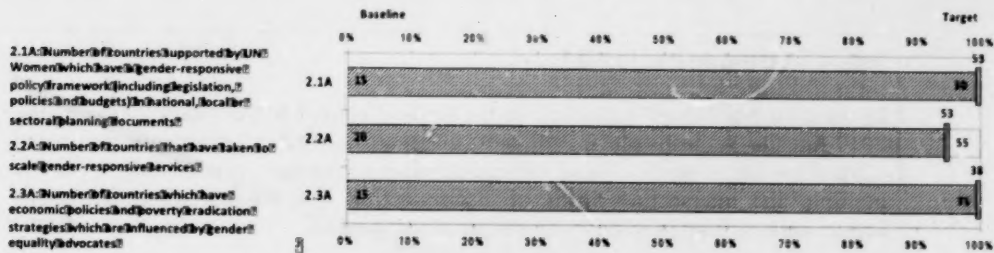


Figure 3

19. With UN-Women's support, nine additional countries adopted gender-responsive policy frameworks and/or accessed enhanced data on women's economic opportunities. In Macedonia, UN-Women supported a household labour survey to identify the drivers of women's low participation in labour markets and inform a national strategy.

20. With UN-Women's support, 13 countries scaled up gender-responsive services through training and access to enterprise development assistance. In the State of Palestine, women-owned enterprises could access a one-stop shop supported by UN-Women providing business skills and product development services. In Ethiopia and Liberia, more than 5,000 women entrepreneurs benefited from business and financial literacy training and increased their access to finance. At the global level, UN-Women established a coalition of young women entrepreneurs.

21. As part of the FPI on climate-resilient agriculture, UN-Women piloted the *BuyFromWomen* platform with 3,000 women farmers in Rwanda, in partnership with the World Food Programme. The cloud-based platform connects women farmers and cooperatives to information, finance and markets. This innovative solution will be incorporated in UN-Women's climate-resilient projects. Sixteen countries have expressed interest in joining this FPI.

22. As part of its FPI on affirmative procurement, UN-Women successfully advocated for a commitment from the UN Chief Executives Board to prioritize access of women-owned businesses to the UN's more than \$17 billion in annual procurement contracts.

23. UN-Women's support to gender equality advocates led to the adoption of gender-responsive economic policies and poverty eradication strategies in 12 countries. In Egypt, the National Council for Women developed a strategy to increase women's inclusion in the formal sector. In Vietnam, UN-Women supported a gender audit of previous national poverty reduction programmes, which contributed to the inclusion of targets on ethnic minority women in the new programme.

24. UN-Women supported the Secretary-General's High-Level Panel on Women's Economic Empowerment by hosting the Panel's Secretariat and contributing to the consultations and reports. The Panel outlined seven critical drivers of transformation addressing structural constraints, which will inform UN-Women's priorities. Approximately 250 commitments have been made by governments, the private sector and other stakeholders to implement the Panel's recommendations.

Box 2: Leaving no one behind

Leaving no one behind and reaching the furthest behind is a central promise of the 2030 Agenda. It means placing the most marginalized first – women and girls being often at the top of the list – and addressing structural causes of inequality, as well as multiple and intersecting forms of discrimination. UN-Women works across its impact areas to empower the most marginalized women.

UN-Women promoted the rights of indigenous women in over 20 countries. In Brazil, indigenous women were supported to reach leadership positions at various levels. In Guatemala, indigenous women's groups prepared a shadow CEDAW report with UN-Women's support. In Tanzania, over 3,000 Maasai women increased their income following UN-Women's business training sessions. In India, resources were allocated in one state to ensure that tribal women are prioritized in a programme on rural livelihoods.

Almost 1 in 5 women experience a disability and women with disabilities fare worse than men. In 2016, UN-Women worked in 30 countries to promote synergies between the gender equality and disability-inclusion agendas and support the leadership of women with disabilities. In Ecuador, UN-Women supported the development of a survey to inform participation of women and girls with disabilities. In Morocco, UN-Women supported a baseline gender analysis and the inclusion of gender-specific indicators in a national plan on the rights of persons with disabilities. In Haiti, UN-Women supported women with disabilities to participate in consultations for a cash-for-work project. In Afghanistan, UN-Women supported data collection for the first report on the Convention on the Rights of Persons with Disabilities.

Migrant women and girls are at heightened risk of violence and discrimination. UN-Women's migration work focuses on integrating gender perspectives in normative and policy developments and programmes that uphold the rights of women migrants. In Mexico, Moldova and the Philippines, UN-Women strengthened the

capacity and accountability of treaty bodies and key stakeholders to the rights of women migrant workers. In the Philippines, UN-Women contributed to the adoption of legislation protecting overseas workers, estimated to benefit six million women migrant workers.

The Fund for Gender Equality prioritizes vulnerable groups of women with 70 percent of projects benefiting at least two categories of marginalized women. The Fund recently published a factsheet on leaving no one behind.

C. Impact Area 3: ending violence against women and girls



Contributes to achieving the following SDGs:



25. UN-Women strengthens capacities to prevent and respond to violence against women, supports the adoption and implementation of comprehensive laws and policies, and improves the availability, accessibility and quality of services and data in this area.³ Figure 4 summarizes progress against outcomes.

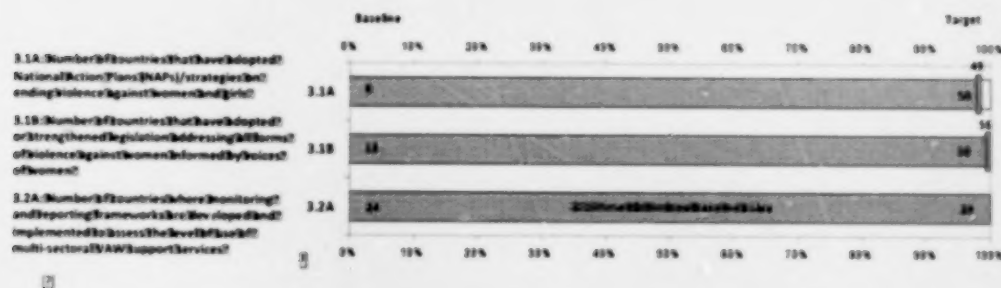


Figure 4

26. In 2016, 21 countries have adopted national action plans/strategies with UN-Women's support and 24 countries have strengthened legislation to prevent and

³ The UN Trust Fund in support of Actions to Eliminate Violence against Women contributes to this impact area. See Annex 4.

respond to violence against women and girls. These frameworks have improved access to justice and essential services, increased protection against sexual harassment in public spaces, provided for emergency protection orders and criminalized child marriage. An additional 10 countries collected prevalence data, bringing the total to 119.

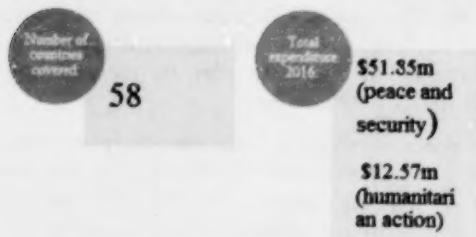
27. In Georgia, a national action plan was adopted to bring national efforts into line with international frameworks, such as the Istanbul Convention. In Pakistan, UN-Women supported the adoption of a provincial law, recognizing physical assault and psychological and economic abuse and providing for remedies for survivors. In Nepal, a monitoring framework for domestic violence legislation was developed with UN-Women's support. In Paraguay, following UN-Women's advocacy, the Parliament adopted its first law for the comprehensive protection of women against all forms of violence.

28. UN-Women continued its efforts for the availability of essential services to survivors of violence. In Moldova, a new survivor-focused approach was piloted, resulting in a five-fold increase in the number of women accessing services. In Indonesia, Laos and Timor-Leste, UN-Women conducted studies on the costs of violence against women. The results were used to successfully advocate for budget increases. In Afghanistan, with UN-Women's support, over 4,000 women survivors of violence accessed essential services through 11 centres.

29. In line with the FPI on safe cities and public spaces, over 2,600 civil servants were trained in Quito, Ecuador, on gender-responsive public transportation measures and the use of women's safety audits in city planning. Protocols on services for survivors of sexual violence in public spaces were developed and public infrastructure improved.

30. UN-Women established a partnership with Unilever to increase women's safety in tea supply chains and the broader sector, expecting to reach 30,000 women workers and children in Kenya. Together with UNESCO, UN-Women issued global guidance on school-related gender-based violence.

D. Impact 4: peace and security and humanitarian action are shaped by women's leadership and participation



Contributes to achieving the following SDGs:



31. 2016 saw dramatically increased recognition of the importance of prioritizing women's needs and agency in peace and security and humanitarian response, including at the World Humanitarian Summit. UN-Women has exceeded all outcome targets on this impact area.

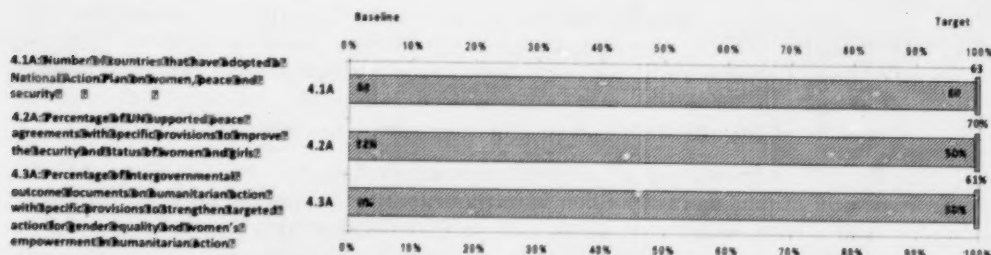


Figure 5

32. In line with its FPI on peace, security and recovery, UN-Women worked to create an enabling environment for women's representation and participation in peace and security processes. Five national action plans on women, peace and security were adopted in 2016, bringing the total to 63. Increasingly, these plans include performance indicators and dedicated budgets, strengthening accountability and commitment to implementation.

33. As secretariat for the Security Council Informal Experts Group on Women, Peace and Security, chair of the Gender Working Group of the Counter-Terrorism Implementation Task Force, and chair of the UN Standing Committee on Women, Peace and Security, UN-Women provided leadership and coordination on accountability frameworks, supported the Peacebuilding Commission to become the first UN intergovernmental body to adopt a gender strategy, and advocated for

comprehensive gender provisions in the sustaining peace resolutions (A/RES/70/262 and S/RES/2282 (2016)).

34. UN-Women's training for women military officers contributed to a doubling in the proportion of women military experts deployed to UN peacekeeping missions, from a stagnant 3 percent to 7.5 percent in 2016. UN-Women supported actions by the Secretary-General and the Department of Field Support to increase the percentage of women in senior positions in UN field missions.

35. The percentage of UN-supported peace agreements with specific provisions improving security and status for women and girls reached 70 percent. UN-Women provided support for gender provisions in the peace agreement in Colombia and the development of a roadmap to ensure women's full participation in implementing the agreement. The Special Envoy for Syria incorporated inputs of the UN-Women-supported Women's Advisory Board in his work.

36. UN-Women deployed 19 experts to investigations of sexual and gender-based violence, including prominent cases in Guatemala and Senegal, which created precedents for the prosecution of sexual violence as an international crime. UN-Women supported joint rule of law programmes in 10 countries through the UN Global Focal Point on Police, Justice and Corrections.

37. UN-Women investments in local-level conflict prevention and mediation continued to yield results. In Liberia, nine new "Peace Huts" engaged over 300 women peacebuilders. In Uganda, a "women's situation room" mitigated elections-related violence.

38. UN-Women has 27 ongoing or planned programmes on countering and preventing violent extremism. In Niger, UN-Women provided support to survivors of Boko Haram terrorist actions; supported the creation of three centres to provide training and support to over 3,600 women and youth; and helped develop the capacity of 302 officers for prevention and response to gender-based violence.

39. UN-Women provided technical assistance to the Peacebuilding Fund, with 20 percent of funding (\$14 million) directly benefiting women and girls, exceeding the Fund's 15 percent target. In its first year, the Global Acceleration Instrument on Women, Peace and Security and Humanitarian Action mobilized \$6.7 million with UN-Women as its Secretariat. In Burundi, women mediators supported by the Instrument remained a powerful force for conflict resolution with over 600,000 people participating in local-level dialogues.

Humanitarian action

40. Women and children constitute 75 percent of the world's 65 million displaced people and are disproportionately affected by conflict, violence and natural disasters. UN-Women works for women's equal leadership of and consideration in humanitarian action.

41. UN-Women contributed to a 19 percent increase in the percentage of intergovernmental outcome documents on humanitarian action with gender-specific provisions. UN-Women provided capacity to the Secretariat of the World Humanitarian Summit and for consultations. Gender equality was included as a thematic priority and one in five commitments across thematic areas focused on gender equality.

42. UN-Women served as the UN co-chair of the Inter-Agency Standing Committee's Gender in Humanitarian Action Reference Group. It supported the update of a handbook to support gender mainstreaming in humanitarian action. UN-Women also supported the establishment of an informal group to support the prioritization of gender equality in ongoing work-streams on reforming global humanitarian funding practices as part of the Grand Bargain.

43. UN-Women contributed to the emergency response for Hurricane Matthew in Haiti, the Ecuador earthquake, and tropical cyclone Winston in Fiji, providing inputs into humanitarian assessments, expertise to coordination mechanisms, supporting women's organizations and governmental institutions, and providing targeted services to fill gaps.

44. With regard to recovery and building resilience, UN-Women worked to bridge the humanitarian-development divide by addressing the longer-term resilience of women. UN-Women provided economic empowerment and livelihoods services to over 44,000 women and training to over 35,000 women in 14 crisis-affected countries. Under the FPI on Leadership, Empowerment, Access and Participation, some 120,000 women and girls in 30 countries used UN-Women's "one-stop centres" to access information, services and income-generating opportunities.

E. Impact 5: governance and national planning fully reflect accountability for gender equality commitments and priorities



Contributes to achieving the following SDGs:



45. UN-Women supports the integration of gender equality into national planning and budgeting by promoting the development and financing of national action plans on gender equality, tracking resource allocations and engaging gender equality advocates to strengthen accountability. There has been progress against all outcomes in this area (Figure 6).

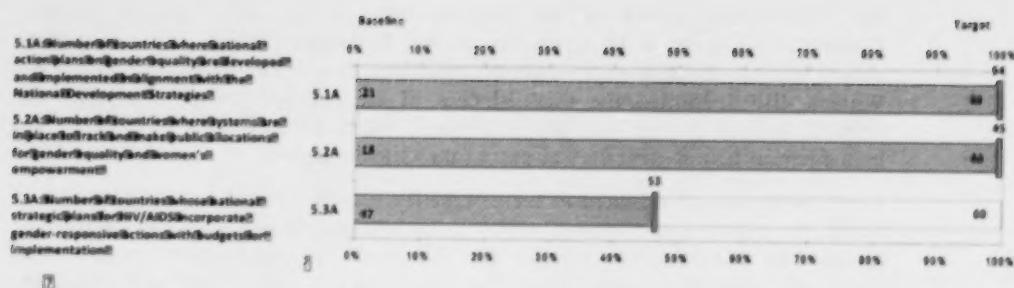


Figure 6

46. Twelve additional countries have developed national action plans on gender equality and women's empowerment aligned with their national development strategies. In the Dominican Republic, UN-Women supported a review of the national action plan, which contributed to enhanced implementation and gender mainstreaming in the national budget.

47. Twenty-eight countries have increased budget allocation for gender equality. In Albania, government allocations increased by nearly 60 percent to \$63.4 million, following UN-Women's support. Sixteen additional countries established systems to make data on public resource allocations available. In Timor-Leste, with UN-Women's support, the system of tracking resources for gender equality was improved. There were regressions in budget allocations for national women's machineries in five countries, further constraining the ability of these mechanisms.

48. In the context of the Global Partnership for Effective Development Co-operation, UN-Women worked with UNDP and the Organization for Economic Cooperation and Development (OECD) to develop an indicator on the percentage of countries with systems to track and make public allocations for gender equality and women's empowerment, which provides the basis to measure SDG target 5.c.

Box 3: Localizing SDGs

Together with the UN system, UN-Women supported governments to integrate the SDGs in their development plans, budgets, institutions and statistical systems in over 70 countries. UN-Women championed the integration of gender equality in UN Country Teams efforts, gender mainstreaming in national development strategies, gender-sensitive SDG monitoring and evaluation, participation of gender equality advocates in national consultations, and awareness-raising on the SDGs for women and girls.

Jointly with the Caribbean Community (CARICOM) Secretariat, UN-Women developed a common set of indicators to assist countries in monitoring gender dimensions of the SDGs. UN-Women supported national consultations for the gender-responsive implementation of the 2030 Agenda in Ukraine. In Mexico, a global centre of excellence on gender statistics was launched with UN-Women's support and an online "gender atlas" was developed to monitor progress.

49. UN-Women continued its efforts to ensure that HIV strategies are informed by gender analysis and women's participation. UN-Women provided support to increase gender expertise within national AIDS coordinating bodies and meaningfully engage women living with HIV in 36 countries. In Tanzania, the HIV and AIDS Gender Operational Plan was developed with UN-Women's support.

50. UN-Women supported the development of a Guide to the SDGs for Networks of Women Living with HIV. Over 200 women living with HIV in 10 countries were supported to engage with policy-makers. UN-Women's approach to women's rights in accessing healthcare was positively highlighted by the evaluation of the H6 joint programme.

F. Impact 6: a comprehensive and dynamic set of global norms, policies and standards on gender equality and women's empowerment

51. UN-Women continued to advocate and raise visibility of gender perspectives in intergovernmental processes and outcomes, produce and disseminate knowledge, convene stakeholders and provide policy analysis and expertise building on regional and national experiences. Special focus was given to ensuring that norms and standards advance the gender-responsive implementation of the 2030 Agenda. Progress is on track with three targets achieved.

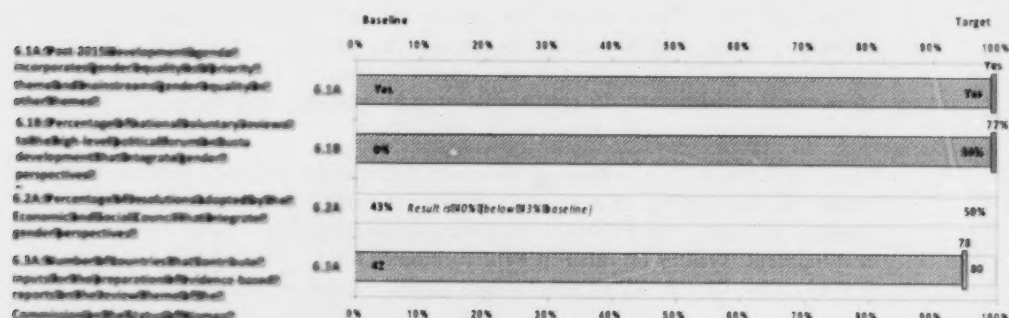


Figure 7

52. UN-Women supported preparations for the 60th session of the Commission on the Status of Women, including drafting the Secretary-General's report on the priority theme and supporting informal consultations. UN-Women convened regional preparatory meetings in Africa, Asia-Pacific and Latin America, and a global multi-stakeholder forum. A record number of over 120 government ministers and deputy or vice ministers, 1,825 officials and parliamentarians from capitals, and more than 4,200 civil society representatives participated in the session. UN-Women facilitated the holding of almost 200 side events and convened the first-ever Youth Forum with more than 300 young leaders from over 65 countries adopting a Youth Declaration relayed during the CSW opening by a young woman leader.

53. UN-Women disseminated the agreed conclusions, which provide a roadmap to effectively translate global commitments in the 2030 Agenda into results for women and girls, and produced an analysis of their significance. It organized an event ahead of the High-level Political Forum on Sustainable Development to highlight gender mainstreaming strategies in the implementation of the 2030 Agenda, and subsequently elaborated lessons learned for upcoming sessions of the Forum.
54. UN-Women supported the inclusion of gender perspectives in other intergovernmental outcomes, including the Political Declaration of the Comprehensive High-level Mid-term Review of the Istanbul Programme of Action for Least Developed Countries, the Political Declaration on HIV/AIDS, and the New York Declaration on Refugees and Migrants.
55. UN-Women extensively engaged in preparations for Habitat III by developing policy messages and facilitating the participation of grassroots women, in collaboration with UN-Habitat and the Huairou Commission. The Conference's Women's Assembly developed concrete recommendations for the outcome. The New Urban Agenda adopted by the Conference includes a commitment to promote gender-responsive approaches in urban and territorial policy and planning processes.
56. UN-Women continued to engage in processes related to climate change. At COP-22, UN-Women launched a report on gender balance in UNFCCC processes together with the Mary Robinson Foundation – Climate Justice. The decision on 'gender and climate change' mandates the development of the first gender action plan and outlines measures to mainstream a gender perspective in all areas of work of the UNFCCC. UN-Women co-organized the first knowledge-exchange dialogue between experts and implementing entities to identify entry points for gender mainstreaming. At the request of the Green Climate Fund, UN-Women trained over 50 national focal points, 75 civil society representatives, and prepared a guidebook on preparing gender-responsive climate projects.
57. UN-Women contributed to ECOSOC resolution 2016/2, which reaffirmed gender mainstreaming as a critical strategy towards the achievement of the 2030 Agenda, as well as the ECOSOC dialogue on the longer-term positioning of the UN development system. It also provided inputs for General Assembly resolution 71/243 on the QCPR, which emphasized the importance of gender mainstreaming.
58. UN-Women supported 12 Member States reporting under the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) or the Universal Periodic Review (UPR) of the Human Rights Council. With UN-Women's support, the State of Palestine submitted its first report to the CEDAW Committee following ratification. South Sudan developed a gender-responsive report to the UPR. In Vietnam, UN-Women helped develop an action plan to implement the CEDAW Committee's concluding observations. UN-Women also launched CEDAW for Youth, a youth-friendly version of the Convention.
59. UN-Women's support for the visits of the Special Rapporteur on violence against women, its causes and consequences in Georgia, Israel and the State of Palestine expanded the Special Rapporteur's interaction with key stakeholders, especially civil society.

G. Programme expenditures and type of contribution

60. Programme expenditures reached a record of \$254 million, a 13 percent increase over 2015. Total expenditure in the field also increased by 13 percent, demonstrating improvements in business processes and operational effectiveness.

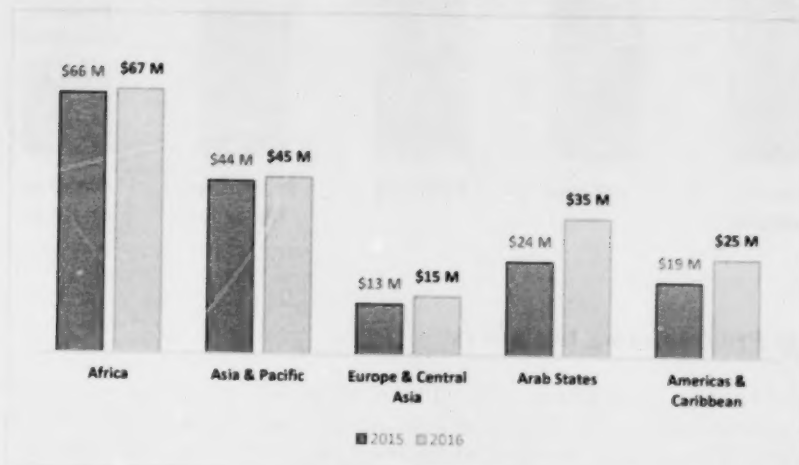


Figure 8

61. Sub-Saharan Africa remained a geographic area of focus with the highest level of programme expenditures (see Figure 8). The largest growth compared to 2015 has been in Arab States (45 percent), followed by Latin America and the Caribbean (28 percent). Programmatic expenditure is weighted to the least developed countries (LDCs) with UN-Women present in 31 of the 48 LDCs.

62. UN-Women significantly increased its programmatic focus in 2016. An analysis of work plans over four years shows a 53 percent decrease in the total number of outcomes pursued by field offices.

63. UN-Women continued to primarily focus on capacity development (Figure 9), with 57 percent of funds dedicated to this category. Capacity development approaches included training, deployment of specific expertise, and South-South and triangular cooperation.

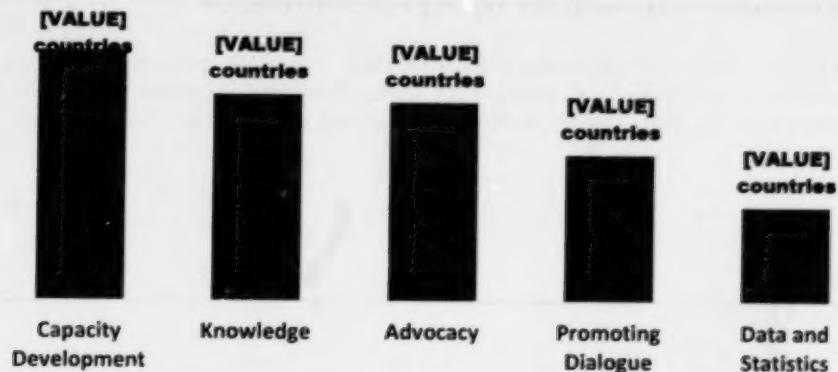


Figure 9

H. Flagship Programming Initiatives

64. In 2016, UN-Women launched the FPIs to: (i) achieve greater programmatic focus by consolidating a large number of small-scale, short-duration projects into a small number of larger transformative programmes; (ii) fully leverage UN-Women's unique composite nature, its three functions and multi-stakeholder partnerships; (iii) generate economies of scale to reduce operational transaction costs; and (iv) access high-quality non-core funding to complement core resources.

65. A design and operational kit, including a template project document, was developed to assist UN-Women offices in developing and operationalizing FPIs. A community of practice was initiated for each FPI. UN-Women's results management system (RMS) was updated to track and report on FPIs. A series of leadership development trainings were also provided to 117 staff to equip them with skills to build partnerships and formulate FPIs.

66. In 2016, 38 percent of field offices immediately aligned their work plans to FPIs. This high adoption rate put UN-Women on track to fully incorporate FPIs as a key programming modality. It also enabled UN-Women to build a strong FPI pipeline (see Figure 10). Most of the FPIs consist of a portfolio of country projects supported by a global policy project.

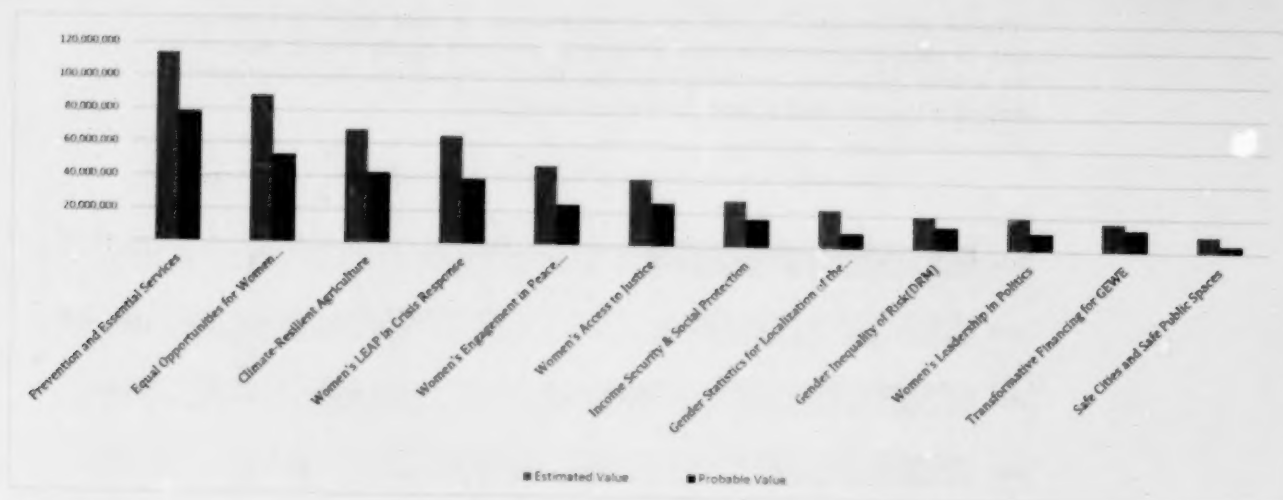


Figure 10

67. The pipeline was particularly robust for prevention of violence against women and access to essential services, promotion of women entrepreneurs, gender-responsive humanitarian response and climate-resilient agriculture. A key challenge will be to resource this pipeline. A series of donor roundtables were initiated to help offices finance FPIs (see section III.G).

III. Assessment of organizational effectiveness and efficiency

68. In 2016, organizational performance continued to show progress with 32 of 39 targets achieved or on-track. UN coordination, partnerships, advocacy, communications and the knowledge-hub functions continued to support development results. UN-Women started to implement the strategic initiatives from the midterm review of the Strategic Plan to further improve operational effectiveness.

A. UN Coordination

69. In 2016, UN-Women continued to lead, coordinate and promote the accountability of the UN system on gender equality and women's empowerment.

70. Over 90 percent of UN entities and departments report on the UN-SWAP. As Figure 11 shows, the proportion of ratings meeting or exceeding requirements has more than doubled since the first year of reporting, up by 7 percent in 2016. An additional 14 entities have introduced mandatory gender training for all staff, bringing the total to 48.

71. UN-Women developed two online courses on gender markers to track resources dedicated to gender equality. The number of entities meeting requirements in this area has more than doubled since 2012, with an increase of 5 entities in 2016.

Fifty-six entities now integrate gender perspectives in their knowledge products, with 10 additional entities in 2016. Because entities with gender policies meet twice the number of performance indicators than those without, UN-Women prioritized support in this area with a focus on four entities in 2016.

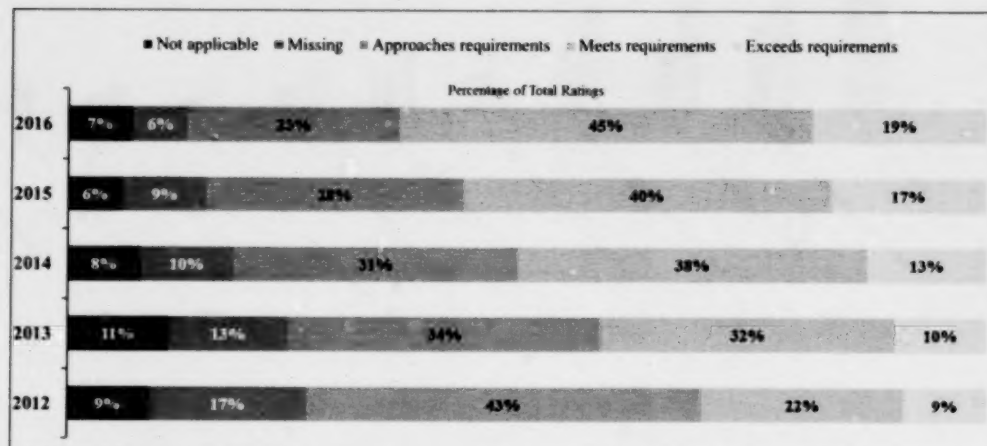


Figure 7: Comparative analysis of overall ratings for the United Nations System, 2012-2016

72. UN-Women collaborated with the Economic and Social Commission for West Asia for the development of a UN-SWAP-like tool for national women's machineries. The tool will be tested in Jordan in 2017.

73. The development of UN-SWAP 2.0, to be rolled out in 2018, and its alignment with the 2030 Agenda was done collaboratively with 35 contributing and 8 pilot entities. In the UN Development Group (UNDG), UN-Women worked with UNDP to develop a new gender scorecard for UN Country Teams with the same performance areas, similar indicators and rating systems as the UN-SWAP.

74. UN-Women leveraged its presence in interagency mechanisms to strengthen gender perspectives in system-wide processes. As chair of the Global Migration Group, UN-Women brought attention to gender perspectives in migration policies. It coordinated the UN system's engagement in the high-level summit to address large movements of refugees and migrants. Through its participation in the Inter-Agency Support Group for the Convention on the Rights of Persons with Disabilities, UN-Women contributed to inclusion of gender equality in the Charter on the Inclusion of Persons with Disabilities in Humanitarian Action. It also helped secure the inclusion of gender equality as a key element in the strategic operational framework of the UN Partnership on the Right of Persons with Disabilities. It strengthened gender perspectives in the work of the Inter-Agency Network on Youth Development, which it co-chairs, and expanded participation in the gender working group to over 800 members.

75. UN-Women continued its efforts to promote gender parity in the UN system with the launch of an online platform for web-based reporting on representation, appointments, flexible work arrangements and other areas. A user-friendly report and a video were published, providing key data and trends. UN-Women supported the UN Secretariat in developing a comprehensive gender parity strategy and

workshops in 25 entities to address unconscious gender bias in organizational culture.

76. UN-Women co-chaired two UNDG Working Groups. As co-chair of the Programme Working Group, it participated in the development, field testing and finalization of the new UN Development Assistance Frameworks (UNDAF) guidance and its companion manuals. The guidance focuses on leaving no one behind as a principle and features human rights and gender equality as one of the three core programming principles. UN-Women also chaired the task team on UN pool financing mechanisms.

77. At the regional and country levels, a major emphasis of UN-Women's coordination work has been promoting the gender-responsive implementation of the 2030 Agenda. UN-Women led or co-led all regional working groups providing support to gender mainstreaming in UNDAFs, including through creating pools of experts to support UN Country Teams. Overall, 63 percent of UNDAFs now feature gender-specific results and 90 percent of UNDAFs launched in 2016 feature at least one gender equality outcome. Gender equality is the thematic area with the largest number of joint programmes (106 in total).

78. The evaluation of the UN Coordination mandate conducted in 2016 recognized that coordination is resource-intensive and stressed the importance of coalescing around common objectives and products developed collaboratively; the need to create incentives for coordination; the importance of formal structures and of UN-Women being included in strategic coordination bodies; and the need for a credible country presence and strong relationships with Resident Coordinators. These lessons will feed into a new strategy to inform the Strategic Plan 2018-2021.

B. Partnerships

79. With five additional civil society advisory groups established in 2016, UN-Women continued to expand membership to more diverse groups and focus on creating networks for joint advocacy and action. In Ecuador and Colombia, UN-Women supported documentaries showcasing the experience of women civil society leaders in influencing national policies. In Moldova, several initiatives focused on empowering survivors, youth and police to end violence against women.

80. UN-Women supported the participation of women from the most marginalized groups in major global conferences, including CIVICUS, Women Deliver, Habitat III and AWID. At Women Deliver, UN-Women supported the Ministerial Forum to foster multi-stakeholder dialogue. UN-Women organized a conference to promote an intergenerational approach to common goals within the context of the refugee and migration crisis, bringing together women's rights and social justice organizations with youth groups.

81. UN-Women continued to engage with faith-based organizations, including through a global dialogue with feminist faith activists and support to the Feminist Faith Coalition at the UN. UN-Women joined the International Partnership on Religion and Sustainable Development and established a platform of religious leaders to generate knowledge on faith-based perspectives to achieving gender equality in the context of the SDGs.

82. The engagement of men and boys continues to be an important focus, notably through the HeForShe initiative. Over 1.1 million men have signed up to HeForShe. Youth groups generated 200,000 HeForShe pledges in Mexico and 250,000 in India.
83. The IMPACT 10x10x10 initiative witnessed impressive progress. In Malawi, the Constitution has been amended, outlawing child marriages. PwC transformed its global leadership board from 18 to 47 percent female representation. Tupperware Brands has reached parity at board level and Twitter implemented a 20-week gender-neutral parental leave policy. University IMPACT Champions launched the first parity report and made an announcement to address gender-based violence on campus. The University of Waterloo announced a scholarship to award female students to close the gender gap in STEM.
84. UN-Women's partnership with the International Olympic Committee resulted in a highly visible engagement at the 2016 Olympic Games. The Executive Director carried the Olympic Torch for women and girls around the world. A joint programme to empower disadvantaged girls through sports was implemented in 16 Olympic villas. Several hundred girls from the programme could attend the Olympic Games. UN-Women and Valencia Club de Fútbol organized an innovative workshop to teach football training techniques to development practitioners. In Jordan, a football camp was organized for Syrian girl refugees playing with Jordanian girls in mixed nationality teams to promote social cohesion.
85. Partnerships with the private sector continued to grow in support of gender equality. A total of 1,445 companies have adopted the Women's Empowerment Principles and its secretariat moved to UN-Women. UN-Women partnered with Citi to develop a training guide piloted in Brazil and India for companies to increase buying from women-owned companies. Geographic representation in the Private Sector Leadership Advisory Council expanded with CEOs from 5 continents. Thirty-five stock exchanges rang the bell for women and girls on International Women's Day, up from only 7 in 2015.
86. National Committees contributed to raising UN-Women's visibility, advocacy and partnerships in 15 countries. UN-Women provided trainings on fundraising and communications and supported the development of a new fundraising strategy for the Committees.
87. UN-Women strengthened its partnership with the European Union, jointly recommitting to the Memorandum of Understanding, building on the 2030 Agenda and the EU Gender Action Plan. The European Commission's Advisory Committee on Equal Opportunities for Women and Men adopted three opinions submitted by UN-Women on work-life balance, migrants and refugees, and ending female genital mutilation. With UN-Women's advocacy, the communiques of the G7 and G20 recognized the importance of prioritizing women's economic empowerment.
88. The opening of two fully-funded liaison offices in Geneva and Abu Dhabi in 2016 provides new opportunities for UN-Women in these important partnerships hubs.

C. Advocacy and communications

89. UN-Women's visibility in the media continued to increase with 18,000 media reports featuring UN-Women. Fifty-four media outlets committed to the "Step It

Up" media compact to enhance women's representation in the news room and in news content. Together with the Global Alliance on Gender and Media and other partners, UN-Women initiated the development of a global self-assessment standard on gender equality in media.

90. Social media followers increased from 3 to 5 million with platforms available in 14 languages. Twelve Facebook pages were established for a total of 73 accounts. On Instagram, UN-Women ranked second within the UN system. In a new partnership, UN-Women and Snapchat created a Live Story for International Women's Day viewed by 12.5 million people. In partnership with Twitter, a "hashflag" (an emoji linked to a hashtag) was created for #IWD2016 and #Planet5050.

91. International Women's Day and the CSW generated record visibility with coverage in 100 countries, over 5,000 media reports, and reached 3 billion social media users. A record 105 countries commemorated the 16 Days of Activism to End Violence against Women, with close to 3,000 media reports in 100 countries. The campaign reached 312 million Twitter and Instagram users and 22.4 million Facebook users.

92. A partnership was established with WPP, one of the world's largest advertising and communications holdings, to develop communication initiatives to advance the SDGs. Together with other partners, pro-bono advertising space was secured in news media, at NASCAR races, US National Football League Games and New York taxi TV.

93. Goodwill Ambassador Nicole Kidman co-hosted the 20th anniversary gala of the UN Trust Fund to End Violence against Women. Emma Watson visited Malawi to highlight efforts to end child marriage. Anne Hathaway was appointed as Goodwill Ambassador to raise awareness on unpaid care work and advocate for childcare services and shared parental leave.

94. Using cutting-edge 360 technology, UN-Women created a virtual reality experience at the World Humanitarian Summit to highlight the struggles and lives of refugees. The timeline "Women's footprint in history" was awarded several prestigious web awards.

D. Knowledge-hub and South-South cooperation

95. UN-Women established an expert advisory group and commissioned background papers and data analysis for the next *Progress of the World's Women*. More than 150 papers were submitted with ten finalists presenting at a conference organized with New York University. The first regional companion for *Progress* was developed in Latin America and the Caribbean. Preparations also started for UN-Women's new flagship report on *Gender Equality in the 2030 Agenda for Sustainable Development*, to be published in 2017.

96. The Training Centre developed 28 courses and trained 44,542 participants. The *I Know Gender* course was completed by 18,273 UN staff from 65 entities. The eLearning Campus has over 43,245 members, a 156 percent increase from 2015. A community of practice on training for gender equality brings together nearly 2,000 practitioners to exchange experiences and knowledge on training and capacity development for gender equality work.

97. In line with the QCPR, UN-women supported 61 countries in South-South and triangular cooperation by using cross-regional dialogues, communities of practice, peer-to-peer networks and electronic platforms. These efforts contributed to increased commitments to gender-responsive budgeting in Albania, Bosnia and Herzegovina, FYR Macedonia, Laos, Moldova and Morocco. Some countries led inter-regional exchanges, such as Morocco promoting gender-responsive budgeting in Afghanistan and Kenya. Twenty-five countries in Latin America and the Caribbean leveraged South-South cooperation to develop frameworks on ending violence against women. Twenty-one countries in Africa engaged in a *Sharefair* on gender and resilience.

E. Results-based management, systems and accountability

98. In line with UN-Women's results-based management standards, an independent assessment of the quality of field-level plans and reports showed steady improvement, from 64 to 67 percent for strategic notes and from 60 to 65 percent for annual reports.

99. The results management system (RMS) was linked to UN-Women's enterprise resource planning system, enabling real-time tracking of budgets, expenditures and funding gaps and providing data on linkages between results and resources. Headquarter units also started planning through the RMS, providing for the first time an organization-wide overview of work plans. Data across all systems are now linked and accessible through dashboards, establishing an integrated system for planning, management and results reporting.

100. UN-Women upgraded to the latest version of the International Aid Transparency Initiative (IATI) standard and increased the quality and depth of data released to the IATI registry.

101. The business process re-engineering initiative significantly improved and streamlined fast-track procedures for humanitarian response, project design and donor reporting. The Donor Agreement Management System was established as a repository of donor agreements and a central tool for donor reporting.

102. UN-Women's adoption of cloud technologies and online meeting facilities resulted in significant savings. An estimated 6,970 tons of Co2 and about \$5 million were saved by using online meeting facilities instead of travel.

103. 116 procurement staff members were certified through a programme between UN-Women and the Chartered Institute of Procurement and Supply. UN-Women delivered anti-fraud training for managers and staff. Strategic procurement sourcing through long-term agreements led to a reduction in costs associated with solicitation by 50 percent globally.

104. UN-Women rolled out its cost-recovery policy through webinars, training sessions and guidance to offices.

105. UN-Women received its fifth unqualified audit opinion and the overall implementation rate of recommendations remains high at 98 percent. UN-Women's first corporate risk register was completed in 2016.

106. The 100 percent submission rate to the enhanced online security compliance survey resulted in an exceptional rating of 97 percent with the country-level minimum operating security standards.

107. UN-Women developed a global workforce database and validation system to improve audit compliance and reporting. A new performance management dashboard provides compliance statistics for all units. New programmes were introduced to support leadership development and mentoring. A values and competencies framework was launched. The first round of staff rotations was successfully completed.

F. Evaluation

108. In line with the corporate evaluation plan, two corporate evaluations and one meta-analysis of evaluations managed by UN-Women were completed. Thirty-six decentralized evaluations took place with 83 percent assessed as 'good' or 'very good'. The submission of management responses reached 94 percent, and 94 percent of committed actions in management responses were implemented.

109. Through its chairmanship, UN-Women led the UN Evaluation Group in including a stand-alone norm on human rights and gender equality in updated UNEG Norms and Standards. UN-Women continued to be a leader in EvalPartners and co-chairing EvalGender+, a global partnership to strengthen gender-responsive evaluations.

G. Resource mobilization

110. With 108 Member States contributing to regular resources, UN-Women remains one of the most widely supported UN entities. UN-Women increased its income compared to 2015 levels, reaching \$327 million, despite exchange rate losses and a constrained funding environment. Although levels remain generally below the political commitment to UN-Women's mandate, regular resources reached \$141.6 million and other resources grew to \$178 million. Forty-Six Member States increased their contribution, with nine at least doubling their support. Five non-OECD DAC countries contributed above \$1 million.

111. A donor roundtable process was held for three FPIs. The first meetings of these roundtables generated nearly \$40 million in firm multi-year pledges. Close to an additional \$35 million in soft pledges have been recorded, to be expanded and confirmed in follow-up meetings.

112. Contributions from the corporate sector, foundations, high net-worth individuals, digital donors and National Committees amounted to \$15 million. With pro-bono support from the Boston Consulting Group, UN-Women developed a private sector go-to-market strategy to identify key opportunities in some regions. This was complemented by efforts to strengthen and streamline due diligence processes and a strategic review of fundraising by National Committees.

113. In line with the QCPR, UN-Women provided an analysis of the quality and quantity of its resources as part of the Structured Dialogue on Financing. The UN-Women's report (UNW/2016/8) highlighted the importance of an adequate level of regular resources to ensure the integrity of the Strategic Plan.

IV. Analysis and lessons learned

114. Building on the midterm review, several factors that have enabled or hindered progress emerge from the implementation of the Strategic Plan in its third year.

115. One of UN-Women's continued value-added is to simultaneously support the strengthening of global norms and standards and catalyze their accelerated implementation at the national level, including by leveraging UN coordination and partnerships that are critical to scale up achievements. UN-Women can take advantage of increased coherence and leveraging the entire UN system in support of its mandate. However, as noted in section III.A, UN coordination is resource-intensive and requires a credible country presence, as well as concrete incentives.

116. UN-Women's experience shows that changes must come 'from within'; local ownership and leadership are important success factors. UN-Women can use its convening role to promote political commitment from decision-makers at all levels and support local actors in driving transformative change. UN-Women continues to be well aligned with national priorities. Institutional support and capacity development, particularly for national women's machineries to be effective and well-resourced, are critical strategies, including to enhance gender mainstreaming across government. UN-Women continues to promote South-South cooperation as a strategy to build ownership.

117. Data and evidence are critical to UN-Women's work. As described in section II, data has been instrumental in bringing about policy change. Although there has been improvement in some areas, such as the number of countries with prevalence surveys on violence against women, capacity to collect and analyze sex-disaggregated data remains low. UN-Women's FPI on gender statistics is key to bring about progress in this area.

118. Leveraging innovation and technology is a central strategy to accelerate slow trends and scale up results. UN-Women launched its innovation strategy and already experiments with innovative approaches, as described in this report.

119. The role of gender equality advocates continues to be a key enabler of success. Several results were achieved by facilitating the engagement of civil society, for which a safe and enabling environment is essential. Building alliances and movements for change are intrinsic to UN-Women's catalytic role. At the same time, this requires navigating a complex stakeholder terrain. UN-Women continues to expand its outreach to new constituencies, including by promoting gender perspectives in diverse civil society movements, including youth movements.

120. Transforming discriminatory social norms and gender stereotypes remains an important focus across impact areas. UN-Women has been successful in awareness-raising and engaging key actors and influencers through its advocacy campaigns. Behaviour change strategies need to be further integrated in initiatives, including through systematic approaches, building on good practices, such as surveys to measure changes in attitudes and behaviours.

121. Although violence against women is a stand-alone priority, it is also a cross-cutting issue. It affects women's participation in the economy, politics, peacebuilding and humanitarian efforts. A comprehensive approach that addresses violence against women in all spaces, including cyber-space, is therefore critical.

122. Resource constraints continue to hamper progress. UN-Women continues to advocate for and galvanize effective, sustained and long-term investment in gender equality and women's empowerment at all levels and by all actors.

123. These lessons will be reflected in the priorities and strategies of the new Strategic Plan 2018-2021.

V. Elements of a decision

The Executive Board may wish to:

- a. Take note of the annual report of the Under-Secretary-General/Executive Director on the implementation of the Strategic Plan 2014-2017, welcome the progress made and achievements as described in the report, and commend UN-Women on a strong performance to date;
- b. Welcome the efforts undertaken by UN-Women to implement the strategic initiatives outlined in the midterm review of the Strategic Plan 2014-2017;
- c. Take note with concern of the ongoing funding gap and encourage countries in a position to do so to increase their voluntary contributions to ensure the full and effective implementation of the Strategic Plan 2014-2017;
- d. Request UN-Women to take into account lessons learned from implementation of the Strategic Plan 2014-2017, in the development of the new Strategic Plan 2018-2021.